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ABSTRACT

In 1971 a study was made of the Orillia (Ontario, Canada) public library as part of a larger study of library service in the Georgian Bay Region. After a look at the history and composition of the community in general, the planners considered the history and present situation of the library building, the print and non-print collections, hours and staff, research periodicals and copying facilities, services to students and to local institutions, technical services, circulation procedures, services and charges to non-residents, and functions of the library board. In addition, the planners made a special feasibility study of bookmobile service. Recommendations were made concerning expansion of buildings and collections, especially non-print collections; additional funding and charges; enlarging the reference collections; increasing hours and staff; copying facilities; coordination of technical services with other libraries; circulation control and routines; and library board policies and documents. Tables are provided for (1) a comparison of Orillia's library services with those of other libraries, and (2) books, circulation, and expenditures 1965-70. (LS)

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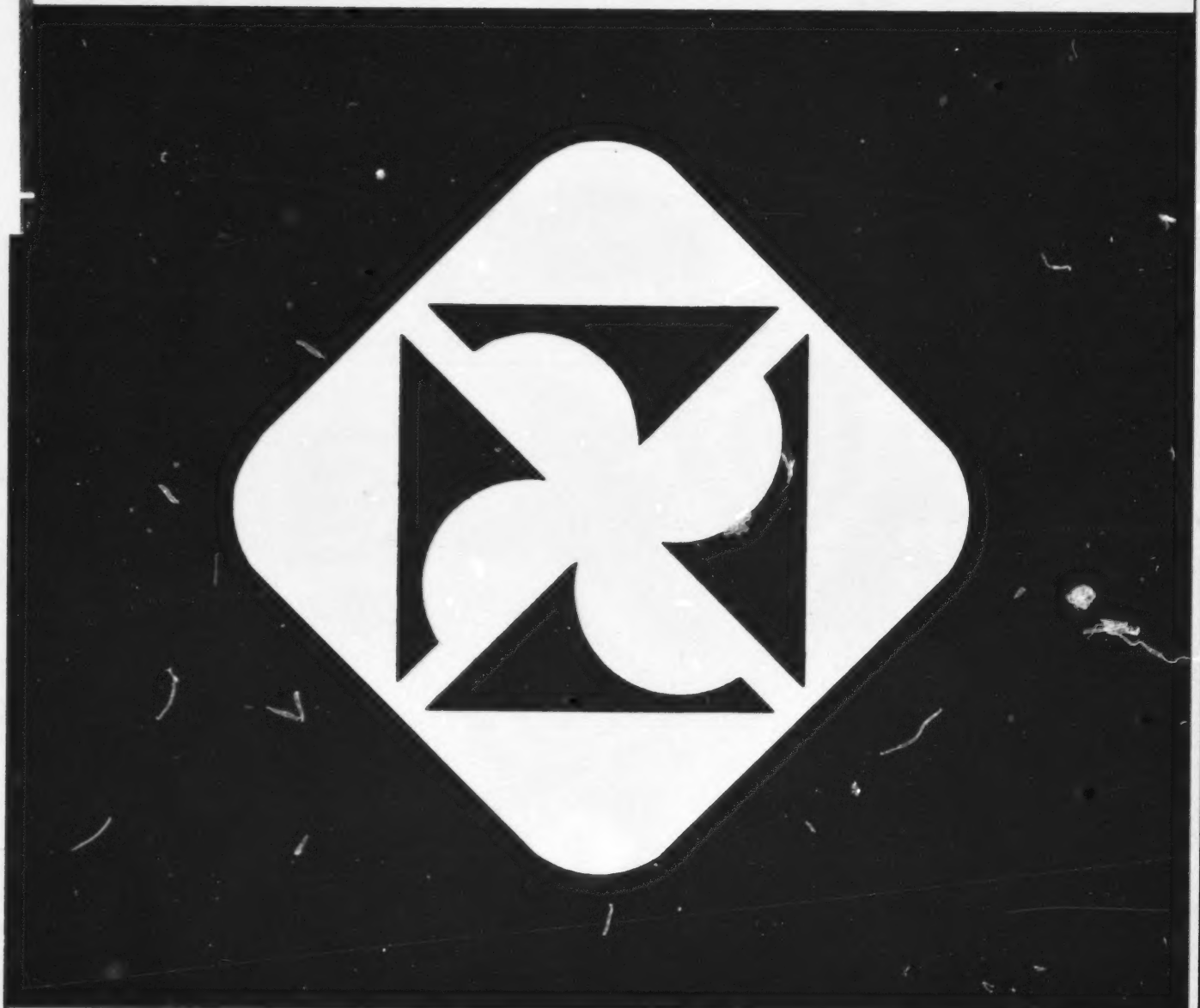

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IN THE
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1971

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INTRODUCTION

This study of the Orillia Public Library forms part of a longer commission authorized by the Georgian Bay Regional Library Board and confirmed by letter on December 15, 1970. Subsequently the Orillia Board through the Chief Librarian gave specific permission for a study of its service and structure as a resource centre in the Region.

Although some aspects of library services in Orillia such as inter-library loan, 16mm film service and reference resources normally would be included in a review such as this, we have not dealt with them because such services are now provided on a cooperative basis by several library authorities in the Region. A discussion of these subjects will be presented in another part of our report.

Here we have restricted comment to local policies and procedures with recommendations designed to improve those services under the full control of the Orillia Board and staff. In addition, comments have been added which we hope will be of value in planning for future development.

A. Bowron,
April, 1971

THE COMMUNITY

The City of Orillia is an all year round retail centre serving the eastern Georgian Bay region as well as northern Ontario County. Its main trading area coincides roughly with the Couchiching Planning Area which includes the Townships of Orillia, Mara and Rama and parts of the Townships of Dalton, Morrison, Medonte and Oro.

Situated on Lake Couchiching where this beautiful body of water meets Lake Simcoe, Orillia is also one of the most important summer resort and cottage centres in Ontario. 11% of the total money spent in the City comes from seasonal tourists. The Huronia-Simcoe tourist region in which Orillia is situated attracts 4% of the total number of Ontario visitors. The population of Orillia and the secondary trading area swells from a resident population of about 30,000 to 42,000 in the summer.

In the first decade of the century Orillia became an industrial centre of considerable importance relative to its size. In recent years manufacturing has again become very important. Many diverse small and large enterprises have located in or near the City. The principal industries produce mining and pulp and paper machinery, castings, all weather vehicles and diamond drills. Rail and highway communications connect the City with Metropolitan Toronto eighty miles south, either through Barrie or Whitby, and also with Muskoka, Parry Sound, North Bay and all of Northern Ontario.

In 1867 Orillia became a village, in 1874 a town and in 1967 a city. The population in 1900 was 4,900 and in 1967 it was 15,000. The present acreage of the City is 5,262. The last increase in acreage occurred in 1967 when 3,000 acres were annexed from Orillia Township. This rather large increase in area added an extra 5,000 persons to the population and one hundred years after incorporation as a village Orillia assumed the status of a city with a population of 19,895.

The 1970 population figure was approximately 21,250 and the average rate of growth 2.3%, compared with the Ontario average of 2.47% and the Simcoe County rate of 1.22%. This rate of growth is lower than that of Barrie which is about 4%. However it is evident from its favourable position as a major recreation centre that Orillia will enjoy steady growth for this reason alone. If on the other hand the Provincial government, through various forms of assistance particularly

in the field of recreation areas, resort subsidies and utilities, implements the "Design for Development" in the Toronto Centred Region, or further extends municipal boundaries in preparation for regional government, the future growth rate of Orillia could be much higher. However, the effect of these new circumstances is difficult to predict into the future. In addition, there are other factors which are liable to influence the present growth rate such as a sudden influx of several major industries, the possible provision of a fast commuter service to Metro Toronto, or the building of a new major super-highway around the eastern side of Lake Simcoe to manufacturing centres east of Metropolitan Toronto.

However, considering all presently known relevant factors, the population of Orillia according to the planning documents will be 24,500 by 1976, 27,300 by 1981, 30,500 by 1986 and 33,800 by 1991. The population of the Couchiching Planning Area (the Orillia trading area) will add about one-third more to these population figures.

As far as can be gathered from the draft official plan, there are no major transportation changes expected within the city boundaries. No new major roads are planned for the downtown until the C.N. and C.P. railway tracks are relocated. A move is underway to reclaim some public commercial and park land from the railways at the foot of Mississauga Street with the eventual goal of a general improvement of the whole lakefront area.

There are no major annexation proposals being considered in the near future and the policy of the City Planning Board and the Council is to encourage infilling within the present boundaries before the major open spaces or rural areas are developed in the west or northern suburbs near highway 11. The land south of highway 12 is unsuitable for commercial or industrial growth.

In most Ontario communities undergoing the stresses of expansion and decentralization, there is a danger that large regional shopping plazas and a general movement of business from the old centre will weaken the central business district in which the public library is located. It has been proven many times that the public library should be sited at the centre of commercial and pedestrian activity. It should be as convenient as possible to the majority of potential users. From all indications so far it appears that the central business district of Orillia has been unaffected by the development of secondary business and retail centres either in or outside the City.

The CBD remains the dominant commercial and civic focus of the community, with 210,000 square feet of retail space. All retail space outside the central core totals only 35,000 square feet. The surrounding areas of either Simcoe or Ontario Counties do not yet have commercial centres that detract from the vitality of the old centre of Orillia. Furthermore, it is the policy of the City to permit only limited convenience shopping facilities in outlying areas. However, there is one shopping plaza planned in a suburban area at the moment and that is Zeller's County Fair to be located at the corner of Coldwater Road and Westmount Drive. Occupying a 10-acre site, this facility will have 80,000 square feet of retail space and will provide the first serious competition to the commercial attractions of the CBD. In spite of this it is apparent that, for the next 5 or 10 years, the present library site will remain convenient for pedestrians, for most drivers and for all residents of Orillia and its hinterland.*

THE PRESENT LIBRARY BUILDING

The library is situated to the west of the City Hall facing Mississauga Street. To the north is the principal public parking space in the downtown area as well as the location of the farmers' market. Equipped with parking meters, this area extends from West Street North to Andrew Street and north to Market Street. There are spaces for 99 vehicles.** From this parking lot one can walk directly into the library through the north public entrance. Mississauga Street is the principal shopping street and the junction of West Street and Mississauga is the busiest in the City. The latest addition to the building has projected the old Carnegie front out to the street line, and this prominence plus the central downtown location combined with a vigorous business district and convenient parking make the site of the Orillia Public Library an ideal one by all standards.

* Many of the facts and conclusions in this section were taken from the draft official plan and other documents or were noted in conversation with Mr. Newhall of the Orillia Planning Board.

**11 of these spaces are reserved for City officials and 2 for the Township of Orillia. The library staff is not provided with any free parking.

The original Carnegie library was opened in 1911 and contained approximately 5,640 square feet gross floor area. In 1961 an addition was built to the north and the entrance to the parking lot opened. This added about 2,000 square feet to the building. The most recent addition was opened in 1968 and by extending the building out to Mississauga Street another 3,780 square feet of public space were added to the two floors. The total square footage excluding walls, stairways and corridors is now approximately 11,400 square feet. Usually alterations and additions to older buildings are as expensive as new construction. This is especially true when adding to solidly constructed Carnegie library buildings that were never planned to be extended. The total amount spent on the two additions excluding furniture and shelving but including construction and architects' fees was approximately $172,300.00 or about $30.00 per square foot, a rather high cost for the period 1961 to 1967 when compared with square foot costs for new construction during the same period ($18-$24). It is estimated by architects that new construction will cost about $30.00 per square foot by 1973.

However, given the ideal site of the library, the difficulty of financing a new building of 11,400 square feet and the difficulty of predicting the need for more library space in 1961, the Library Board, in staging the expansion of its facilities, pursued the best course in our opinion. As we will show later in the report, another addition will be needed in 1976 if the Board is to relieve serious overcrowding and keep abreast of the development of the community.

In expanding the original Carnegie building, a very good job has been done in opening up the old building and extending it to the parking area and the street line. However, the provision of two public entrances has resulted in a great deal of space (about 1,200 square feet) being devoted to entrance halls and stairways and has necessitated the maintenance of two control areas, one in the children's library and one in the adult library. This is wasteful of staff time, is expensive to maintain, causes extra security and cleaning problems. In planning another addition a rearrangement of spaces should be considered that would provide one public entrance and one control area.

TABLE I

Comparison of Present Service in Orillia with Relevant Libraries
(1969 figures from P.L.S. reports)

	Population	Volumes per capita	Circulation per capita*	Expenditure per capita	Professional Staff Ratio to Pop.**
Orillia	20,532	2.9	16.0	$ 5.53	1 to 6,844
Owen Sound	18,361	3.8	16.0	4.38	1 to 18,361
Barrie	25,481	2.6	14.0	5.67	1 to 6,370
Midland	10,477	2.2	9.2	4.58	none
Brockville	19,830	2.0	10.0	2.92	1 to 6,610
St. Thomas	23,206	2.0	6.0	4.85	1 to 5,801
Stratford	23,341	1.7	5.9	2.84	1 to 11,670
Fort Erie	21,529	1.4	4.1	3.23	none
Dundas	15,868	2.1	11.4	6.17	none
Collingwood	8,513	3.1	12.0	2.42	none
Orangeville	6,649	1.8	10.7	2.76	none
Ontario***	6,905,000	1.7	7.9	4.96	1 to 9,000

*Circulation of all items

**Staff holding an A, B or C certificate only

***Population is given as defined in the Regulation under the P.L. Act.
Accepted standards for community under 35,000 are:
Volumes per capita - 3
Circulation per capita - 10

THE COLLECTIONS

In 1970 the Orillia Public Library was heavily used with a reported circulation of books of 11.5 per capita; the accepted minimum standard is 10. The bookstock is adequate at 2.9 books per capita. The minimum standard is 3 per capita for any city of less than 35,000 population. The reported total bookstock is 62,763 volumes. A vertical file collection of pamphlets and clippings on local history occupies a 4-drawer vertical file with 4 drawers of general interest material in the reference department and another 5 drawers badly needed. A small collection of books in French, Dutch and Danish is supplemented by individual loans as needed from the Metro Toronto Foreign Language collection. The reference department located in the 1968 addition has a collection of 1,042 books, a good serials and government documents collection, and makes good use of free material available from the provincial and federal government, embassies, political parties, local sources, universities and other institutions. There is a "where-to-look" file and indexing of some important periodicals has been begun.

The library holds an important collection of local history and Huronia. The Leacock Collection of photographs, copies of letters, manuscripts and other items is of national importance. Some items were lent to the National Library for a special Centennial exhibit. The library subscribes to 133 periodicals including 8 newspapers. Canadian periodical files are kept indefinitely and other periodicals are preserved for 5 years. The film collection consists of 300 16mm films of which 57 are owned by the Orillia Public Library, 173 on deposit from the Regional Library and 70 on loan from the National Film Board. There are 50 8mm films on deposit from GBRL, to test their popularity and use. 7 projectors, 1 slide projector and 1 tape recorder are available for loan. A check of shelving available in public areas indicated that the capacity at the moment is about 46,000 volumes, which would represent a total collection of about 67,000 volumes.* After the collection has reached this figure there will be no further expansion possible and additional shelving will have to be accommodated, or the collection will have to be weeded drastically.

*Assuming about 1/3 of the collection is in circulation adjusted for reference and storage material which does not circulate.

There is no storage space left to which duplicates and little-used material may be transferred. Since the collection of books alone stands at about 63,000 volumes, the need for more shelf space is acute now,especially in the adult departments where books are shelved on the dust shelves of the stacks out of the reach of users. There is room for about a 10% expansion of the children's collection using the present shelving.

This problem of space for the book collection would be more acute if the collection was growing at a minimum standard rate of 5% which would be enough to compensate for destroyed, stolen and discarded volumes, and allow for a little increase to keep up with the growth in the population. However, the 1970 growth rate over discards (excluding theft which only stock-taking could measure) was only 2.3%. Referring to Table II one can see that there were 3.1 books per capita in 1965 whereas in 1969 and 1970 the collection was actually smaller on a per capita basis and is showing no growth in relation to the population.

TABLE II

Books, Circulation and Expenditure, 1965-1970

Year	Population	Book Collection	per capita	Circulation	per capita	Expenditure	per capita
1965	14,895	45,463	3.1	270,995	18.3	$ 67,003.00	$ 4.50
1966	14,938	48,842	3.2	282,501	18.9	78,791.00	5.25
1967	19,895	53,523	2.2	300,686	15.1	84,681.00	4.26
1968	20,487	56,994	2.8	326,465	15.9	109,128.00	5.30
1969	21,006	61,352	2.9	330,368	15.7	111,974.00	5.33
1970	21,355	62,763	2.9	247,320	11.5	122,953.00	5.76

We recommend that shelving for an additional 7,000 volumes be added to the adult department as soon as possible and that the book budget be raised and held at about 15% of the total expenditure. In 1970 the book budget dropped to 9.6% and the 1971 budget recommends a further reduction to 7.4%. If there is the expected growth in Orillia's population of 2.3% or more each year, the strain on the resources of the library will increase and the collection will begin to deteriorate unless the collection and the space to house it can expand to meet this increased use.

In addition the collection lacks non-print materials. It is commonplace for public libraries to provide phonograph recordings for in-library and home use. We are sure a basic collection reflecting a wide variety of interests would be much appreciated in Orillia. A collection of 1,200 to 1,800 would be adequate for a city of the size of Orillia. This would include about 400 recordings of interest to children and parents, which should be housed in the children's library. Further experimentation should be undertaken with tapes, film and tape cassettes and other non-print media. The regional plan to provide a tape-cassette player unit for use in the library and a booking service for spoken word cassettes is a good beginning. In time we would recommend that 20% of the "library materials" budget be allotted to non-print media. (Note: this should be in addition to and not at the expense of the book budget). In our opinion the 8mm film collection lent by the Regional Library and at present located with the 16mm film collection should be housed in the adult library, be made as freely available as books and be checked out at the desk in the same manner as books. This would represent a policy of integrating print and non-print materials like recordings into one collection. 16mm films can be conveniently separated because they require special care and equipment for use but records, tapes, cassettes, 8mm films etc. are subject to little damage in handling, and equipment to enable them to be used need not be supplied by the library.

We realize that an increased book budget plus extra funds for non-print materials will not be easy to extract from the funds presently available. In looking over the 1970 expenditures and the 1971 budget we can see no items that can be trimmed to yield funds for the above recommendation. The salary budget (52% of the total) is actually below the acceptable level of most libraries (60% of the total) and other major expenditures seem to be at reasonable levels. It is apparent that financial support for the library will have to be raised. The library is busier, all services are taxed to the limit, work with students of all ages is

increasing and more service will be demanded by the public. The new addition opened in 1968 has added to general operating expenses, but the municipal appropriation has not increased sufficiently to allow for this fact. The result has been an unfortunate reduction in the book budget and a curtailment of staff at a time of increased use and greater need for library and information services among students and adults. In regard to the recommended initial collection of recordings, the Regional Board should be approached for a grant to establish this service including funds for at least 2 listening carrels for use of the records in the library.

With the addition of shelving to house 7,000 volumes,more study places also should be provided. At the moment there are 59 places in the adult area and 34 in the children's department. We suggest that 70 for adults and 40 for children would supply more study opportunities in the present building. Study places in carrel form would be desirable and can be accommodated in the same space as the conventional tables and chairs.

In summary it can be seen that the collection is growing very slowly under the present book budget and a deterioration of the quality and quantity of the collection can be predicted in 2 or 3 years unless the amount spent on library materials is raised to about 15% of the total budget. On the other hand in doing this the capacity of the present building to house the adult collection will be exceeded also in 2 or 3 years. Even in 1971 more shelving is badly needed to reduce crowding and the height at which some books are stored.

As one can see from the following figures, by 1976 a collection of 73,500 volumes will be needed to meet the needs of the predicted population. The only way in which this collection, a new record collection, more staff and student space can be accommodated is to add 5,700 square feet to the present building as a 3rd stage of development. Construction should therefore begin in 1975.

Population 1976	Book-stock	Phono-discs	16mm films	Study Places	Total sq.ft.	Addition sq.ft.
24,500	73,500	2,000	450	125	17,100	5,700

There is one other aspect of future planning that should receive attention and that is the proportion of the collection. The following figures compare the present proportions with the

recommended standard. In view of the increased regional responsibilities of the O.P.L. and the needs of Orillia residents for greater reference, research and information resources, it can be seen that the present reference collection needs to be greatly expanded. It should be 3 times the present size to meet the minimum standard.

The proportions of the book collection compared with standards are as follows:

Present Collection -

Adult Fiction	13,739	
Adult Non-Fiction	26,509	
Reference	1,407	
Total adult		41,655
Children's Fiction	10,554	
Children's Non-Fiction	10,301	
Reference	253	
Total children's		21,108
Total		62,763

Percentage of fiction in adult collection	33.0%
* recommended	20.0%
Percentage of non-fiction in adult collection	63.7%
* recommended	70.0%
Percentage of reference in adult collection	3.3%
* recommended	10.0%
Percentage of children's books to total	34.0%
* recommended	25-30%

* Appendix to the Public Library Standards, CLA, 1969

Assuming a population of 27,300 by 1981, the size and proportions of the collection by then should be as follows:

Adult Fiction	11,000	
Adult Non-Fiction	37,500	
Adult Reference	5,500	
Adult Non-Print	6,000	(tapes, films, records, EVR etc.)
Total adult		60,000
Children's Circulating	19,300	
Children's Reference	500	
Children's Non-Print	2,200	(tapes, films, records etc.)
Total children's		22,000
Total collection - 1981*		82,000

*Excluding vertical file material, maps, pictures, unbound periodicals etc.

It is our recommendation that the present collection be brought into balance as soon as possible by freezing the amount of the book budget at present allotted to children's books, reducing the proportion spent on fiction and increasing the amount spent on adult non-fiction, particularly reference books. The children's collection is as large as it need be but funds will be required at the present level to maintain the collection and to put more emphasis on books for pre-schoolers and grades 1-6 (see section on Service to the Student).

OPEN HOURS AND STAFF

At present the adult section of the building is open from 10:00 a.m. - 9 p.m. Monday, Tuesday, Thursday and Friday and 10:00 a.m. - 6 p.m. on Saturday. The children's section is open from 10:00 a.m. - 6:00 p.m. Monday, Tuesday and Thursday, from 10:00 a.m. - 9 p.m. on Friday and from 10:00 a.m. - 6:00 p.m. on Saturday. The entire building is closed on Wednesdays. The film library has different hours from the other sections in that this service closes at 6 p.m. Monday and Friday, at 9 p.m. on Tuesday and Thursday

and at 5 p.m. on Saturdays. This department is also closed all day Wednesday. It is a rather complex schedule of open hours and must be rather inconvenient for the public.

The trend in shops, banks, municipal buildings, recreational and educational institutions is to lengthen hours of service. Certainly public libraries should be open when the public finds it most convenient to visit, especially on week-ends and evenings. It is no longer possible for libraries to compete successfully for public patronage and public support with private and public sources of entertainment, information and education unless its open hours conform to the open hours of shops, movies, restaurants, bowling alleys, liquor stores, plazas etc..

The ideal is for an information and public resource centre such as the library to be open seven days a week all day and evening. Unfortunately this would require staff and maintenance beyond the budget of most libraries. However, this length of service should be the goal of the Board. For instance, many libraries are now open for full service on Sundays.

In the interest of public convenience we recommend the following open hours for all parts of the library including the film service (total 69 hours).

Monday to Friday	10:00 a.m. - 9 p.m.
Saturday	10:00 a.m. - 6 p.m.
Sunday	Noon - 6 p.m.

To accommodate these hours will require more staff. Presently there is only one professional librarian devoting most of her time to public service in the adult department. If open hours are extended as recommended, we feel that another full-time trained librarian and one library technician should be added to the staff serving adults as a minimum staff increase. Even if the hours are not extended, there is still a need for at least one more full-time person. More student help can be added also to cover week-ends and late afternoon hours. To further assist the scheduling of staff time to cover longer hours of public service, all clerical assistants should be available interchangeably for duty in any section of the library (except for the film department) and especially for control desk duties.

In regard to the hours of the art gallery, it would be desirable to have this facility open the same hours as the rest of the building. At the moment the gallery, manned by volunteers, is open from 2:00 - 5:00 p.m. and from 7:00 - 9:00 p.m. on week-days except Wednesdays and from 2:00 - 5:00 p.m. on Saturdays. Student assistants could be used to cover the dinner hour and Saturday mornings, if enough extra volunteer assistance cannot be found.

PERIODICAL SERVICE

The trend is to regard periodical files as a reference and research tool in libraries and to keep the files intact with bound and unbound runs of periodicals in one alphabetical sequence. Ideally this periodical collection should be easily accessible in a public area of the reference library. In the Orillia library this arrangement will have to await a further addition to the library. However in the meantime we recommend that no periodicals be circulated unless duplicate subscriptions are bought, so that the periodical file will remain complete for reference use. We also recommend that the photocopier, at present in the film department, be relocated in the reference area and the 25 cent charge be reduced to 10 cents per copy. All material, whether belonging to the library or not, should be admitted for copying. Photocopying is a very important service now possible for libraries and should be encouraged to reduce theft, wear and tear on books as well as periodicals. Consideration might be given to a coin-operated unit so that the public can feel free to use it at any time. This additional equipment could be located in the entrance hall off Mississauga Street. Back issues of periodicals accumulate rapidly and occupy a great deal of space. Since storage space is at a premium in O.P.L., a budget for microfilm editions of some of the present little-used but important periodicals should be set aside each year. In this way in time a strong periodical collection could be built up and housed in microform in the reference department. The reader-printer will allow patrons to produce hard copy for home use if necessary.

SERVICE TO THE STUDENT

As the Department of Education and the County school boards continue to develop school library services and audio-visual resource centres, the need of students for such services will be more and more satisfied during school hours. Although

these developments are slow, particularly in the primary schools, it is apparent that the Simcoe County Board of Education and the Simcoe County Roman Catholic Separate School Board are committed to the development of an adequate library and multi-media resource centre in every primary and secondary school. There are already over 26,500 volumes and 280 periodical titles in the secondary school libraries of the 2 collegiates in Orillia, and a third institution is under construction which will also be equipped with modern school library facilities. This relieves the public library of the need to supply special deposits of books to schools or to duplicate many of the high school level periodicals already held by the school libraries. It means that organized primary school class visits to the public library will become less important. In the long run more staff time can be spent in the library serving adults, supplying supplementary material to high school students, serving community college and university students, the businessman, the worker, the housewife and special groups such as parents and the pre-school child.

We would recommend that, in the children's department, more stress be placed on service to the pre-school child and the parent such as an extension to the pre-schoolers of the already successful story hour, the organization of a special collection of interest to parents in the children's library and, as already suggested, the building up of a good collection of recordings of interest to young children and parents.

SERVICE TO OTHER INSTITUTIONS

There are at any time many citizens of Orillia who are temporarily in hospital or other institutions and who should be able to continue their use of the public library especially at a time when library service can be of greater advantage to them. Library services should be extended to such institutions directly by the library staff or through volunteer workers. In addition special resources should be built up to assist the students of the Georgian College Centre for Continuing Education by requesting a special grant from the College authorities for the purchase and maintenance of such resources. Every assistance should be given to the nurses in training at the hospital, to the library in the Soldiers' Memorial Hospital and Hillcrest Lodge, but in all cases the library should employ volunteers where possible and if special resources are necessary, financial contribution should be requested from these institutions by the Library Board.

TECHNICAL SERVICES

At the moment all books are ordered through the Cooperative Book Centre and all non-fiction is received fully catalogued. Some urgently needed items are ordered directly from the publishers and catalogued at the library. All fiction is processed by the library staff after it is received from the Co-op. This arrangement is apparently satisfactory and is a good solution to the cataloguing and processing problem of the O.P.L. Under this scheme there is little for a cataloguer to do but maintain consistency in classification and form of entry, catalogue the few titles not done by C.B.C. and supervise the fiction processing. All other work including filing and fiction cataloguing and processing can be done by a clerical assistant or a library technician.

However, even though an outside agency is used by Orillia, it is important that cataloguing standards and processing routines be coordinated as far as possible among all resource libraries in the region so that if a union catalogue or bibliographic centre is organized, differences of classification, subject headings and entries be eliminated as far as possible between the Barrie, Owen Sound and Orillia libraries.

CIRCULATION CONTROL

It is unfortunate that due to the layout of the building it is not possible to centralize all registration and control procedures at one desk; however, the total circulation figure for the children's department (approximately 100,000 per year) is sufficient to warrant the purchase of another microfilm camera and a stock of edge-punched transaction cards.

The full advantage of photocharging is not felt at the moment because of the registration procedures being maintained. There is no need of a registration file of borrowers when, in effect, each borrower registers each time his identification is photographed by the camera. A simple wallet-size ID card bearing the borrower's signature, his name, address and phone number is all that is required. The reverse side could carry library rules and overdue charges in short form. In the case of out-of-town borrowers or summer borrowers, who are charged a fee, their ID cards can be kept in the library rather than inserted in the book pocket when material is borrowed. It is also important that all material be photocharged: pamphlets, recordings, paper-

backs etc.. Short loan material may have to be hand-charged but at least a pre-stamped date due card could be substituted to eliminate hand stamping at the desk.

The 25 cents charge levied on adults to join the library is contrary to the Public Libraries Act and should be abolished. The library is a tax-supported service and should not penalize those citizens who use its services and have already contributed to the support of the library through city and provincial taxes. All services including films and recordings should be free to all full-time residents of the city. (See also "Service to Non-Residents.") If increased income is sought by the Board a better and legal method of accomplishing this is the increase of overdue penalties.

The requirement of a parental signature on application cards for the children's library is not necessary in our opinion and in many cases does nothing to make the collection of fines or other charges easier.

In regard to the overdue rates and procedures we feel that they should be more related to present day monetary values. We suggest a charge of 5 cents per day for children and 15 cents per day for adults with an upper limit of $3.00 per book. In addition, we suggest that one notice be sent out after the item is 5 library days overdue, followed by one telephone call after 10 days and a mailed bill for the full amount after 15 days overdue. Accounts outstanding more than 2 months should be informed that their library membership has been suspended until the account has been settled and the library material returned or paid for. Most libraries using this shortened business-like approach have found it to be more efficient and a good method of saving staff time.

All users should be encouraged to reserve books of all kinds and recordings and to use the inter-library loan service. There should be no charge for reserve service.

Although the children's collection and its staff are available to all children, we do not feel that it is desirable to restrict them to the children's library until grade 8. The entire library should be available to all users regardless of age. It is the experience of most libraries that such a policy is the best way to encourage continuing use by children and to assist with school assignments and projects.

SERVICE TO NON-RESIDENTS

Out-of-town borrowers are charged $5.00 per year or $2.50 per half year and students attending one of the Orillia high schools from outside the city are charged $2.00 per year or $1.00 for six months for the use of the library. It is regrettable but understandable that the Board must levy a charge on non-resident users because neither Simcoe County nor any of the townships around the City have contributed to the support of the Orillia Public Library Board. In 1970, $2,581.00 was paid by non-residents and visitors. However the scale of fees currently levied does not represent the true cost of service to non-residents. The per capita cost to city residents in 1970 was about $5.85 and the per user cost would be considerably higher. A $7.00 fee per year per adult would be more realistic than the present $5.00 charge.

It is recommended that the Orillia Library Board charge at least a $6.00 annual fee per adult for non-resident use and that non-resident students attending Orillia secondary schools also be charged $6.00 each for use of the public library.

The problem of service to most non-residents may be solved temporarily if there is a further extension of the city's boundaries into the fringe areas around, but there would still be a problem concerning other residents of Orillia, Medonte, Oro, Rama and Mara Townships. Even though the Simcoe County Library Cooperative offers some service via a bookmobile in the Orillia, Medonte and Oro areas most residents of the five Townships will use the more sophisticated resources of Orillia.

Since we began this report, agreement has been reached between the Orillia Board and the non-operating library boards of Oro and Orillia Townships whereby the provincial grant of 65 cents per capita will be turned over fully to the City of Orillia Board by Orillia Township and shared between the City of Orillia and City of Barrie Boards in the case of Oro Township. This income, roughly $4,000, will enable the Orillia library to offer service to all residents of these areas free of charge. The library boards of Medonte and Rama Townships should be approached in the same way. If the Township of Mara passes a by-law forming a library board, they should be urged to join the others in this mutually beneficial arrangement. If agreement is not reached in the cases of Medonte, Mara and Rama Townships, the Orillia Board should apply the $6.00 annual charge for service to the residents of these areas.

We would like to emphasize that any use of the provincial grant to establish or further support existing library services in any of the Townships mentioned above would result in weak service, and an inadequate collection, with untrained staff and short open hours. This would be a disservice to the residents. Assisting the nearest strong library so that good service may be supplied freely is the realistic solution to the provision of library service in rural areas. In the case of the Townships mentioned in this section, only the Orillia Public Library is capable of offering good service.

ADMINISTRATION AND THE LIBRARY BOARD

In the interests of sound administration we feel that it is very important for the Board to have drawn up for its approval job descriptions for each post which would outline salary range, education and training requirements and duties and responsibilities. In addition, a staff manual outlining staff rights and privileges, working conditions, personnel policies, benefits etc. should be assembled and kept up-to-date. Both job descriptions and the manual should be drawn up by a staff committee (clerical, professional and technical) and submitted to the Board for consideration. The important policies and conditions should not be imposed on the staff by the Board without prior consultation with the staff.

A procedure manual is often of assistance in defining work methods, techniques to be used and to assist new employees and we would recommend that such a manual be drawn up in time. This document is of administrative value only and as such does not require Board approval.

In regard to the Library Board itself we understand that no written statement of its purposes and responsibilities exists. In our opinion such a statement is most important to remind members of its powers, to define its concern with policy as well as to clarify the long-range objectives and short-term goals. Such a statement is very useful also for Board morale and enthusiasm. In composing such a statement the Public Libraries Act is a good starting point and policy decisions from past minutes should be appended and kept up-to-date. There are many good board statements that can be followed as examples including the one drawn up by the Board of the Owen Sound Public Library.

THE FEASIBILITY OF BOOKMOBILE SERVICE IN ORILLIA

We were asked by the Chief Librarian to add a statement about the feasibility of bookmobile service for Orillia in the future.

In general, the trends that are affecting library service also have caused a reassessment of the quality of bookmobile service. The increase in the demand for non-print materials, the demand for community information of all kinds, the lessening of interest in recreational reading are some of the trends noticeable all over North America. The statistics we have gathered for this report and the impression gleaned from our interviews would indicate that the library service in Orillia is affected by similar trends.

In addition, the structure of Orillia now and for the foreseeable future will remain fairly centralized with few suburbs of any size; little ribbon development of importance has developed as yet on the outskirts. The vast majority of the population not only visits the central business district for most retail, cultural, recreational and commercial needs but lives less than one mile from the site of the library. In short, it is easy for most residents to take advantage of the variety and quality of the library service provided centrally.

In our opinion, it would be a mistake to decentralize library service either with the use of bookmobiles or by organizing branches until the population has at least doubled or until strong decentralizing forces such as large suburban shopping centres have created secondary retail centres as important as the CBD. An expansion of the present building and a concentration on one strong resource centre linked with other libraries offers the best opportunity for high quality reference, information and recreational public library service.

1. Advantages of Bookmobiles

   a. Less capital expenditure is required to purchase a bookmobile than to build a small branch.

   b. They are a stop-gap measure until permanent branches are organized. They should never be regarded as a substitute for full-time branches.

c. They can be used very successfully to designate sites for future branches.

d. They may be used as a permanent service for isolated pockets of population that may never develop enough to warrant the expense of a branch (e.g. existing groups of homes isolated by an expressway, swampy land or a body of water).

e. There is a continuing public relations value in a well-kept attractively painted vehicle as it travels about the area. The sides and rear of the vehicle offer an ideal opportunity for dramatic lettering and good graphic design. In addition a bookmobile can be an effective medium of public relations at fairs, in parades and for special visits to community events.

f. For service to sparsely populated areas, bookmobiles are better than deposit stations because of their trained staff and larger collections.

g. Some suburban communities change rapidly due to industrialization, a lowering or a raising of permitted densities, the building of freeways through a formerly unified subdivision etc. These changes often require the withdrawal of branch service or some other rearrangement. Bookmobile service can be useful in such a community during a transition period.

h. They are often useful for the promotion of information and central services provided by large libraries. The public can be personally advised of other services when they use the bookmobile.

i. The personal informal nature of the service provided by the staff can be important to children and adults who might find a larger and more complex collection confusing.

j. Service to schools can be provided efficiently by bookmobiles but only if the growth of school libraries is not inhibited in the process. It is our belief that service to schools, if given, be paid for by the Board of Education at cost.

2. Disadvantages of Bookmobiles

a. The limited size of the collection and the lack of variety of services that can be provided make bookmobiles a poor substitute for permanent branches.

b. The staff provided can only offer a general guidance service. Little specialization is possible at a time when the satisfaction of specialized information needs is being demanded by the public.

c. The hours spent at any one stop are short and usually only once a week. In addition hours of service that are convenient to all members of the family are possible only at a minority of locations.

d. Crowded conditions and variations of temperature create difficulties for patrons and staff alike.

e. To be effective, bookmobiles must operate in the evenings and on Saturdays, thus requiring shift work for the staff.

f. Winter weather interferes with the schedule on occasion. If a delay or cancellation of a scheduled visit is necessary, the public must be notified in time otherwise adverse public relations and a loss of patronage will result.

g. Upkeep, cleaning, servicing and loading of the vehicle take time from public service, cause staff scheduling problems and use space.